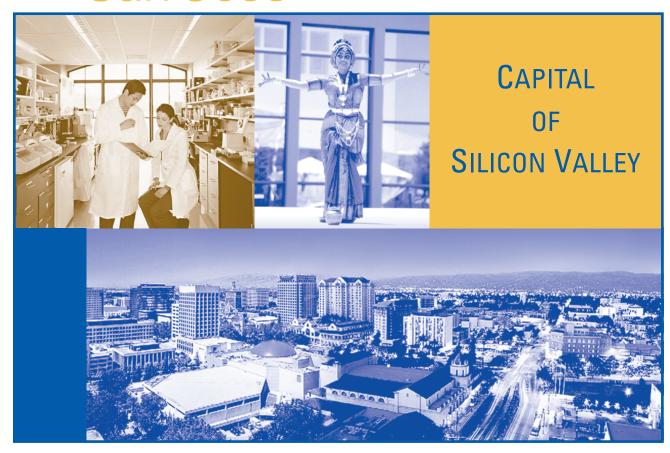
# San Jose



# PROGRESS HIGHLIGHTS II

# **Economic Development Strategy**

**Getting Families Back to Work** 

**OCTOBER 2005** 



#### **About This Document**

On October 27 and 28, 2005, San Jose's Mayor and City Council will hold the third annual set of "Getting Families Back to Work" study sessions. At the study sessions, first initiated in August of 2003 and held again in August of 2004, economic and community stakeholders provide straight talk to the council about ways to improve San Jose's business climate and competitiveness. The sessions have been used to review progress in the previous year, and to identify future policy directions.

This document highlights key accomplishments in implementing San Jose's Economic Development Strategy, including the "Getting Families Back to Work" Council directives, from September 2004 to September 2005. Content is organized by the six vision themes and 15 strategic initiatives introduced in the Economic Development Strategy.

The Appendix provides a complete list of the "Getting Families Back to Work" council directives, and other projects underway to implement San Jose's Economic Development Strategy. The Executive Summary and Full Report of the Economic Development Strategy are available at www.sjeconomy.com.

#### Prepared by

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#### Implementation Team

Economic development in San Jose is a citywide business. More than 120 individuals from 18 City Departments and the Redevelopment Agency helped implement the more than 160 GFB2W Directives/Economic Development Strategy Initiatives.

MILESTONES		
	February-July 2003	Interviews, Focus Groups, Research
	August 2003	"Getting Families Back to Work" Study Session 1
	September 2003	Council Adopts GFB2W Directives
	November 2003	Council Adopts Economic Development Strategy
	October 2003-July 2004	Implementation
	August 2004	GFB2W Study Session 2, First Progress Review
	September 2004-September 2005	Implementation
	October 2005	GFB2W Study Session 3, Second Progress Review



#### **15 STRATEGIC INITIATIVES**

#### **Global Gateway**

- 1. Build a World-Class Airport Facility and Air Services.
- 2. Forge Connections to Innovation Regions Globally for Mutual Economic Benefit.

#### **Creative Community**

- 3. Develop Strategic Partnerships with San Jose State and Other Universities to Drive Innovation and Economic Impact.
- 4. Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley.

#### **Entrepreneurial Environment**

- 5. Support Start-Up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields.
- 6. Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose.

#### **Tech-Savvy City**

7. Make San Jose a Tech-Savvy City; Lead the Way in Using Technology to Improve Daily Life.

#### **Place of Opportunity**

- 8. Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs.
- 9. Prepare Residents to Participate in the Region's Economic Opportunity, from K-12 to Lifelong Learning.

#### World's Most Livable Big City

- 10. Continue Emphasis on Developing New Housing, Including New Housing Types in a Variety of Neighborhood Settings.
- 11. Revise Key Land Use and Transportation Policies to Reflect the New Realities of the San Jose Economy.
- 12. Encourage Sporting Teams, Events, and Facilities, Professional as well as Amateur.
- 13. Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Livability.

#### **Capital of Silicon Valley**

- 14. Communicate a Compelling, Consistent Community Identity for San Jose.
- 15. Engage Private-Sector Leadership for San Jose's Economic Strategy.

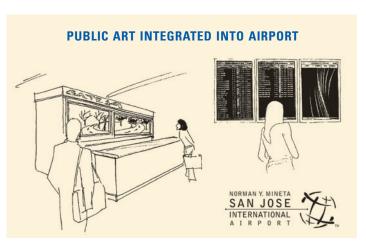
Source: San Jose Economic Development Strategy, adopted November 2003

#### **GLOBAL GATEWAY**

#### Strategy #1: Build a World-Class Airport Facility and Air Services

#### **Progress Highlights**

- Successfully recruited JetBlue and Hawaiian Airlines.
- Initiated construction of the North Concourse.
- Extended the length of Runway 30L to 11,000 feet.
- Completed the Route 87 freeway upgrade from Julian Street to Route 101. Started construction to upgrade the 880/Coleman interchange.
- City Council approved the Airport Public Art Master Plan, enabling the facility to make a powerful statement of San Jose's vision and distinctive characteristics.
- Purchased 75 acres of property near the airport for parking, rental car, and other economic development uses.



#### Strategy #2: Forge Connections to Innovation Regions Globally for **Mutual Economic Benefit**

- Signed an Economic Partnership Agreement with the Cambridgeshire/East of England region—one of Europe's largest technology centers—in April, 2005.
- Hosted Bioscience Forum in Cambridge, England with 100 attendees.
- Executed economic development missions to global innovation regions and information technology centers, including Espoo, Finland and Munich, Germany, to explore partnering potential.
- Assisted the Mexican Government with the establishment of Mexican Technology Business Accelerator in San Jose.
- Reached out to more than 70 foreign consulates in the Bay Area to market the International Business Incubator as location for foreign-owned companies.



Mayor Gonzales signing the Economic Partnership Agreement with Cambridgeshire/East of England.

#### CREATIVE COMMUNITY

# Strategy #3: Develop Strategic Partnerships with San Jose State and Other **Universities to Drive Innovation and Economic Impact**

# **Progress Highlights**

- Senior leadership from San Jose State and the City Administration identified an initial set of eight collaborative projects that are high-priority for both institutions.
- Initiated the Public Sector Career Initiative to expose university students to career opportunities in local government, and encourage city employee education and involvement at San Jose State.
- Obtained commitment for a university professor to direct the CommUniverCity service learning initiative. In Spring 2005, more than 300 students participated in educational programs, community mapping, and survey work in SNI neighborhoods.
- San Jose State committed to be an anchor sponsor, along with the City, of the ZeroOne San Jose Festival and International Symposium for Electronic Arts in 2006.
- Developed training partnership with National Hispanic University and the Silicon Valley Workforce Investment Network.

# **South Campus Area Plan Integrated Wireless Infrastructure** ZeroOne San Jose Festival **CommUniverCity Service Learning** SJSU 150th Celebration **Faculty-Staff Housing Partnership SJSU Event Center Collaboration**

**EIGHT IDENTIFIED HIGH-PRIORITY PROJECTS** 

FOR SAN JOSE STATE UNIVERSITY AND THE CITY

**Public Sector Career Initiative** 

# Strategy #4: Evolve and Position Downtown as a Unique Creative and **Cultural Center of Silicon Valley**

# **Progress Highlights**

- Opened South Hall of the Convention Center in June 2005. Booked 25 events at the facility, including eBay Live. eBay Live drew 12,000 attendees to multiple Downtown venues.
- Finalized a Cooperation Agreement with the San Jose Museum of Art to explore the possibility of an International Center for Art and Technology in the former MLK Library building.
- Completed and opened the San Jose Museum of Quilts and Textiles.
- Assisted ten businesses in the Downtown Core through the Façade Improvement Program; total public investment exceeded \$500,000.
- Assisted with the opening of 17 retail businesses and execution of 19 new leases Downtown.



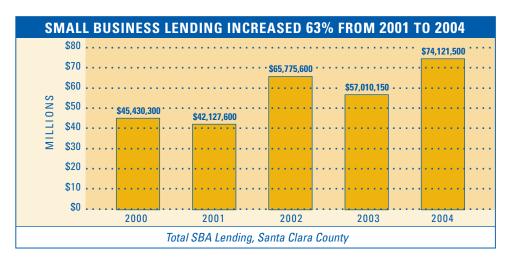
Downtown San Jose is the Creative Urban Center of Silicon Valley.

#### ENTREPRENEURIAL ENVIRONMENT

#### Strategy #5: Support Start-up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields

# **Progress Highlights**

- Adopted the Local Business and Small Business Preference Ordinance.
- Provided tax relief for small businesses operating in less than 3,000 square feet. Between October 2004 and June 2005 a total of 86 building permits qualified for the small business tax incentive (160,000 square feet).
- The Silicon Valley Workforce Investment Network, in collaboration with 25 local agencies, established a relationship with over 260 small businesses, providing services such as human resource support, technical assistance and training.
- A record 195 businesses benefited from Enterprise Zone financial incentives in 2004.
- In five years, Small Business Administration (SBA) lending through the Entrepreneur Center increased 63% in Santa Clara County. More than 65,000 people attended workshops and trainings at the Center.
- Facilitated the expansion and relocation of companies to North San Jose and Edenvale.



# Strategy #6: Improve Speed, Consistency, and Predictability of the Development Review **Process, and Reduce Costs of Operating in San Jose**

- Fully implemented the "One Start" Development Center approach to service delivery with the move to the new City Hall; provide assistance through a single customer service function.
- Instituted evening hours on Tuesday for all development services.
- Issued the first edition of "Guide to Land Use Planning and Development" in September 2004 to explain the process to residents and small business owners.
- Created a Small Business Services Center at the New City Hall to respond to inquiries from small businesses.
- Instituted the Small Business Ambassador program to improve the experience of small businesses with the planning and permitting process.



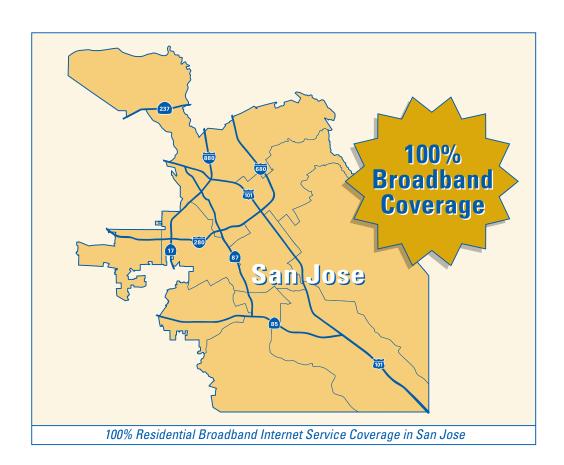
The New City Hall Customer Service Center-"One Start" Development Center.

#### TECH SAVVY CITY

# Strategy #7: Make San Jose a Tech-Savvy City; **Lead the Way in Using Technology to Improve Daily Life**

- Achieved 100% residential broadband service coverage; every home has access to the Internet through cable or DSL.
- Through public-private partnership, completed successful pilot of free outdoor WiFi Downtown, with 99.9% "up-time" and 75-100 log-ins per day.
- Installed a Voice over Internet Protocol (VoIP) network in New City Hall, including wireless service in public space.
- Drafted a strategy to encourage wireless services throughout the community.





#### PLACE OF OPPORTUNITY

#### Strategy #8: Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs

# **Progress Highlights**

- Developed hospitality training program with San Jose State, training 30 individuals in middle management and other career paths.
- Completed customized training programs with Kaiser Permanente in nursing and other health care occupations, training more than 50 individuals.
- Welcomed 15 companies to the San Jose BioCenter; 70% of wet lab space is occupied.
- Celebrated 10-year anniversary of Software and Environmental Technology Incubators.
- Retained in San Jose the World Headquarters and major manufacturing facility of Hitachi Storage Solutions (3,000 jobs).

#### RISING DEMAND FOR HEALTH CARE WORKERS

The need for health care workers in San Jose is projected to increase dramatically in the next seven years. The State of California Labor Market Information Division estimates that the San Jose area will need to fill 15,000 new health care positions by 2012. This is a 20% increase from 2002 levels.

# Strategy #9: Prepare Residents to Participate in the Region's Economic Opportunity, from K-12 to Lifelong Learning

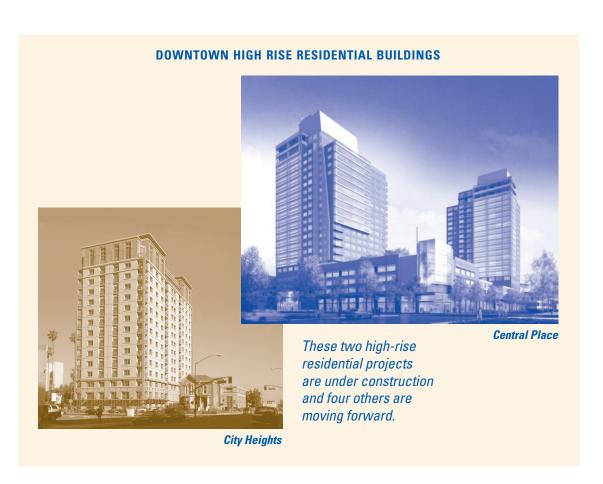
- Placed 70% of Workforce Investment Network clients in five target growth industries: software, health care, bioscience, hospitality, and retail.
- Trained more than 250 youth at career exploration workshops related to six industry clusters.
- Trained nearly 30 women in non-traditional occupations through lineman and apprenticeship program.
- Continued to meet or exceed monthly goal of serving 4,000 people per month at One-Stop job placement services.
- Provided personal and academic growth opportunities to more than 30,000 students at 227 sites through San Jose After School program.

SILICON VALLEY WORKFORCE INVESTMENT NETWORK	
Clients Served per Month	11,600
% of Enrolled Clients Placed in Jobs	83%
% of Enrolled Clients Employed 6 Months After Initial Placement	85%
Training/Job Counseling Dollars Under Management	\$2.4 million

#### WORLD'S MOST LIVABLE BIG CITY

# Strategy #10: Continue Emphasis on Developing New Housing, Including **New Housing Types in a Variety of Neighborhood Settings**

- The City received an A+ in December 2004 from the Bay Area Housing Profile for producing more than 100% of its regional housing "fair share."
- Since 2003, the Housing Department received funding for every application it submitted through State Proposition 46 program for affordable housing, totaling nearly \$9 million.
- Reduced auto coverage requirements for construction contractors in City's housing rehabilitation programs from \$1,000,000 to \$300,000, allowing smaller contractors and painters to compete.
- Completed Underwriting Guidelines for the Housing Project Development Program, ensuring transparency and consistency in the application of the guidelines to affordable housing developers.
- Approved an incentive program for Downtown High-Rise Residential Housing. Two high-rise projects are under construction and four others are moving forward in the planning stage.
- New studio housing completed at Twohy Lofts Project, and planned at the Brandenburg, Dimensions, and Block 8 properties.



# Strategy #11: Revise Key Land Use and Transportation Policies to **Reflect the New Realities of the San Jose Economy**

- City Council approved the North San Jose Area Development Policy in June 2005 to transform North San Jose from an outmoded industrial center into a mixed-use, moderate-density innovation district.
- Approved the updated Citywide Level-of-Service Policy in June 2005 to enable more walkable environments and higher densities along transit corridors and in special mixed-used districts.
- Approved the updated Downtown Strategy Plan in June 2005 and certified a master Environmental Impact Report.
- Developed and approved plan for transit-oriented housing, retail, park, and workplace uses at Hitachi's Cottle Road site.
- VTA completed the environmental document for the BART extension to San Jose/Silicon Valley, certified in January 2005. Continued to secure project funding from State and Federal sources and pursue supplemental local funding from a potential countywide tax measure.

NEW VISION: N	ORTH SAN JOSE
Past: Industrial Campus	Future: Innovation District
Single-use: workspace	Multi-use: workspace, support services, housing
1–2 story workspaces	4–8 story workspaces
Class C tilt-ups	Class A headquarters
Manufacturing/R&D activity	Headquarters, software & manufacturing/ R&D activity
Car-dependent, minimal transit use, very long blocks	Pedestrian-friendly street grid system, more transit users
Prestigious business location	Prestigious business location

# Strategy #12: Encourage Sporting Teams, Events, and Facilities, Professional as well as Amateur

# **Progress Highlights**

- Hosted the San Jose Grand Prix, NBC Dew Action Sports Tour, Pac-10 Women's Basketball Tournament, California Divisional Wrestling Championships, and the USA Judo College and High School Championships.
- Initiated planning for the inaugural San Jose Rock and Roll Half Marathon to be held Columbus Day in 2006. More than 15,000 people are expected to participate, with 7,000 staying overnight in San Jose.
- Selected to host the 2007 National Gymnastics Championships and the NCAA Regional Men's Basketball Finals.



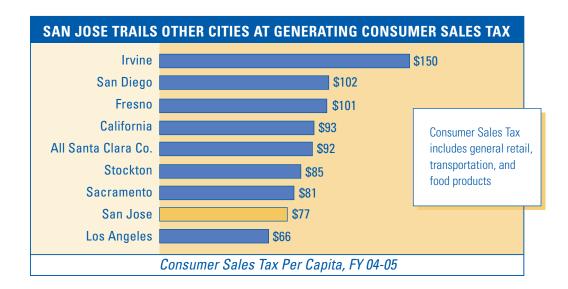
#### SAN JOSE GRAND PRIX EXCEEDED EXPECTATIONS IN ITS INAUGURAL YEAR

- The event, held July 28-30, attracted more than 150,000 people to Downtown San Jose.
- One newspaper referred to the race as "the most exciting event ever held in the City."
- More than 100,000 viewers watched the tape-delayed Grand Prix on NBC11. The Grand Prix was the most viewed sporting event in the Bay Area that weekend, surpassing the Giants and the A's games.
- The event was broadcast to 160 countries. In the U.S. the Grand Prix was televised live in every US market on the Speed Network.

A large team composed of City staff as well as employees of the Sports Authority, the Convention and Visitors Bureau, the Downtown Association, and the Redevelopment Agency collaborated to ensure this extraordinary event's success. The annual event will be held again in July 2006.

# Strategy #13: Develop Retail to Full Potential, Maximizing Revenue Impact and **Neighborhood Livability**

- Yielded approximately \$2.3 million for General Fund through efforts to capture sales and use tax for large corporate purchases.
- Encouraged 34 new neighborhood-serving businesses to open.
- Facilitated the development of Plaza de San Jose at Story and King, and MarketCenter at Coleman and Taylor, which will add a combined total of more than 550,000 square feet of new retail space in two under-served areas of the city.
- Approved development of 460,000 square feet of retail in Hitachi's redesigned Cottle Road campus area.
- Facilitated plan for 55 acres of new retail at Curtner and Monterey.



#### CAPITAL OF SILICON VALLEY

# Strategy #14: Communicate a Compelling, Consistent Community Identity for San Jose **Progress Highlights**

- Conducted a PR campaign around the New City Hall and 10<sup>th</sup> Largest City designation, garnering national media attention.
- Secured commitment from United Airlines' inflight magazine to produce a 30+ page feature story on San Jose in December.
- Provided Grand Prix broadcasts with San Jose facts and messages, reaching millions of viewers in national and international markets.
- Conducted regional marketing campaign "Turning Innovation Into Industry" for San Jose Industrial Areas.

Rank	City	Rank	City
1	New York	11	Detroit
2	Los Angeles	12	Indianapolis
3	Chicago	13	Jacksonville
4	Houston	14	San Francisco
5	Philadelphia	15	Columbus
6	Phoenix	16	Austin
7	San Diego	17	Memphis
8	San Antonio	18	Baltimore
9	Dallas	19	Fort Worth
10	San Jose	20	Charlotte

# Strategy #15: Engage Private-Sector Leadership for San Jose's Economic Strategy **Progress Highlights**

- Advanced the Business Appreciation Initiative in its second year. Added 15 new companies to the program and hosted two events to interact with participating companies.
- Organized City Council recognition for 11 San Jose companies.
- Initiated second round of Account Manager meetings with companies.
- Mayor Gonzales met quarterly with a group of venture capitalists to promote the City's advantages as a location for start-ups.

#### **APPENDIX**

# **Implementation Projects**

# **Economic Development Strategy/"Getting Families Back to Work" (GFB2W)**

A complete list of all projects, organized by Strategic Initiative, identifying which ones are:

- "Complete"—project finished
- "In Progress"—started implementing this project, and it will be completed at a future date
- "Ongoing"—implementation of this project will continue indefinitely; no firm completion date is appropriate
- "To Be Started"—implementation of this project has not begun.

GFB	2W Directives	
1.1	Reduce commercial aircraft landing fees at the Norman Y. Mineta San Jose International Airport.	Complete
1.2	Meet with airline executives to discuss their needs at our airport and develop a strategy to meet those needs	Ongoing
Eco	nomic Strategy Projects	
1.3	Develop international flights to key destinations including Asian and European gateway cities.	Ongoing
1.4	Increase the City's understanding of the air-service needs of San Jose's Driving Industries.	Ongoing
1.5	Design the North Concourse.	In Progress
1.6	Extend runway 30 left.	Complete
1.7	Continue construction projects that improve access into and out of the airport.	In Progress
1.8	Accommodate corporate needs for owned, leased, or fractional shares of corporate jets.	Ongoing
1.9	Maintain a diverse base of air carriers.	Ongoing
1.10	Develop a public art masterplan that enables the airport facility to reflect San Jose's vision and distinctive characteristics (e.g. global gateway, innovation center), and make a powerful first impression.	Complete
	Initiation of the Activation phase of the Airport Public Art Master Plan.  Acquire land adjacent to the airport from FMC and plan for airport and other appropriate uses.	•
1.12	Acquire land adjacent to the airport from FMC and plan for airport and other appropriate uses.  Strategic Initiative #2: Forge Connections to Innovation Regions Globally for Mutual Economic	In Progress
1.12 <b>GFB</b>	Acquire land adjacent to the airport from FMC and plan for airport and other appropriate uses.  Strategic Initiative #2: Forge Connections to Innovation Regions Globally for Mutual Economic 2W Directives	In Progress
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	and Other Universities to Drive Innovation and Economic Impact	
GFB	2W Directives	
3.1	Strengthen our relationship with San Jose State University's academic programs that produce employees for growing industries and occupations.	Ongoin
3.2	Explore partnership opportunities with SJSU for a multiuse sports venue on the South Campus that could serve students and residents, as well as meet needs of amateur and professional sports teams.	In Progres
3.3	Strengthen our relationship with regional universities.	Ongoin
Eco	nomic Strategy Projects	
3.4	Establish an ongoing mechanism for senior leadership of SJSU and the City Administration to identify high-priority projects for collaboration. Share recommendations with Council and SJSU President/Trustees for review and approval.	Ongoin
3.5	Work with SJSU to identify Downtown sites for University-related activities that would benefit from public involvement and off-campus location.	Ongoin
3.6	Partner San Jose's Bioscience Incubator and Innovation Center with SJSU's Biotechnology training initiative to expand San Jose's bioscience workforce, training opportunities and lab capacity.	Ongoin
3.7	With SJSU and other partners, work to make Downtown more "hip" and attractive to the young University population, including the future on-campus residents.	Ongoin
3.8	Establish a joint city-university Public Sector Career Initiative to encourage young people for local government careers and to enhance the offerings of SJSU.	In Progres
3.9	Formalize and support the "CommUniverCity" Service Learning Collaborative, a joint initiative that provides student resources for projects in SNI neighborhoods.	Complete
3.10	Collaborate on high-visibility events and PR opportunities that raise San Jose's stature in the Bay Area, nationally, and/or internationally.	Ongoin
3.11	Create an integrated wireless infrastructure so users can pass seamlessly from the Downtown core through the campus.	In Progres
	Ctratagia Initiativa #A: Evalva and Desition Desyntaxyn ee a Unique Creative	
	Strategic Initiative #4: Evolve and Position Downtown as a Unique Creative and Cultural Center of Silicon Valley	
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	and Cultural Center of Silicon Valley  2W Directives	
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4.1 4.2 <b>Ecol</b> 4.3 4.4 4.5 4.6 4.7 4.8 4.9	2W Directives  Create flexible pricing for the Convention Center	Complet Complet Ongoin Ongoin Ongoin In Progres Ongoin
4.1 4.2 <b>Ecol</b> 4.3 4.4 4.5 4.6 4.7 4.8 4.9	2W Directives  Create flexible pricing for the Convention Center.  Streamline special event permit requirements and process.  Expand the Convention Center and upgrade its quality to increase its capabilities as a world-class meeting place.  Collaborate across departments and community partners to quickly and flexibly encourage use of Downtown San Jose as a large "virtual convention center."  Help enable the scaling up of existing museums from mid-tier to big-city size, facilitating private and philanthropic dollars, in order to attract more local, regional, national, and international visitors.  Help facilitate reinvestment in existing arts, cultural, entertainment, and athletic facilities Downtown, and the addition of new ones.  Help facilitate the creation of permanent homes for existing arts institutions, and the retention and expansion of existing 'boutique-sized' arts spaces.  Host an international-caliber Art and Technology Festival every two years, beginning in Summer of 2006.  Promote Downtown as an entrepreneurial hotspot with rich amenities for and resources for companies in the "start-up" (1 to 10 employees) and "grow-up" (10-100 employees) phases of development.	Complet Ongoin Ongoin Ongoin Ongoin Ongoin Ongoin Ongoin Ongoin Ongoin
4.1 4.2 <b>Eco</b> 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11	2W Directives  Create flexible pricing for the Convention Center.  Streamline special event permit requirements and process.  Expand the Convention Center and upgrade its quality to increase its capabilities as a world-class meeting place.  Collaborate across departments and community partners to quickly and flexibly encourage use of Downtown San Jose as a large "virtual convention center."  Help enable the scaling up of existing museums from mid-tier to big-city size, facilitating private and philanthropic dollars, in order to attract more local, regional, national, and international visitors.  Help facilitate reinvestment in existing arts, cultural, entertainment, and athletic facilities Downtown, and the addition of new ones.  Help facilitate the creation of permanent homes for existing arts institutions, and the retention and expansion of existing 'boutique-sized' arts spaces.  Host an international-caliber Art and Technology Festival every two years, beginning in Summer of 2006.  Promote Downtown as an entrepreneurial hotspot with rich amenities for and resources for companies in the "start-up" (1 to 10 employees) and "grow-up" (10-100 employees) phases of development.  Retain and attract business, professional, and creative services companies Downtown.	Complet Ongoin
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4.1 4.2 Ecol 4.3 4.4 4.5 4.6 4.7 4.8 4.9 4.10 4.11 4.12 4.13	2W Directives  Create flexible pricing for the Convention Center.  Streamline special event permit requirements and process.  nomic Strategy Projects  Expand the Convention Center and upgrade its quality to increase its capabilities as a world-class meeting place.  Collaborate across departments and community partners to quickly and flexibly encourage use of Downtown San Jose as a large "virtual convention center."  Help enable the scaling up of existing museums from mid-tier to big-city size, facilitating private and philanthropic dollars, in order to attract more local, regional, national, and international visitors.  Help facilitate reinvestment in existing arts, cultural, entertainment, and athletic facilities Downtown, and the addition of new ones.  Help facilitate the creation of permanent homes for existing arts institutions, and the retention and expansion of existing 'boutique-sized' arts spaces.  Host an international-caliber Art and Technology Festival every two years, beginning in Summer of 2006.  Promote Downtown as an entrepreneurial hotspot with rich amenities for and resources for companies in the "start-up" (1 to 10 employees) and "grow-up" (10-100 employees) phases of development.  Retain and attract business, professional, and creative services companies Downtown.  Use incentive funds to encourage investment in unreinforced masonry buildings on key blocks in the Downtown Core. Showcase ethnic cuisine from throughout San Jose/Silicon Valley in Downtown.  Nurture locally owned businesses that bring day and night vibrancy to Downtown streets, including restaurants.	Complete Ongoing

	Strategic Initiative #5: Support Start-Up and Growth of Local Businesses, Small and Large, in Tech as well as Non-tech Fields	
GFB	2W Directives	
5.1	Engage venture capital community to promote San Jose's advantages as a location for start-ups.	Ongoing
5.2	Liberalize underwriting criteria for the Revolving Loan Fund (RLF) and Development Enhancement Special Funds (DESF) to make more loans available.	Complete
5.3	Explore creation of a local preference policy to support local businesses.	
5.4	Implement tax relief to encourage investment in San Jose. Modify Industrial Land Use/Building & Structures Tax	Complete
5.5	Provide a list of current regulations that may hinder business development or operations in San Jose, and criteria used to develop the list.	Complete
5.6	Report on progress revising regulations that may hinder business development or operations in March, 2004	Complete
5.7	Mayor and Council to facilitate stakeholder discussions regarding proposed Community Benefit Assessments and Community Impact Reports.	In Progress
5.8	Initiate a Countywide conceptual agreement pledging support for a collaborative job retention strategy.	Complete
5.9	Encourage tax relief for small businesses (less than 3.000 sq. ft.) with both an emphasis on Downtown and NBDs	Complete
5.10	Investigate the use of multiple-prime contracting as a means to provide local, small business incentives for contractors, consultants, or vendors.	Complete
Eco	nomic Strategy Projects	
5.11	Launch the Business Appreciation Initiative to ensure that the City has senior-level relationships with key companies to make companies feel welcome, connected, and appreciated and encourage retention and expansion	Complete
5.12	Increase access to City contracting and purchasing opportunities through improvements to communication and the procurement process.	Ongoing
5.13	Increase access of small businesses to the Entrepreneur Center resources.	Ongoing
5.14	Aggressively promote use of Enterprise Zone Tax Credits (set to expire in 2006) as a tool for reducing business operating costs and identify options for continuation after 2006 expiration date.	Ongoing
5.15	Develop a strategy to increase private investment in businesses and real estate located in disadvantaged San Jose neighborhoods.	In Progress
5.16	Launch targeted "business appreciation initiatives" in Downtown and neighborhood business districts.	Ongoing
	Strategic Initiative #6: Improve Speed, Consistency, and Predictability of the Development Review Process, and Reduce Costs of Operating in San Jose	
GFB		
	2W Directives	
6.1		Complete
6.1	<b>2W Directives</b> Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that	
	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005.	Complete
6.2	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."	Complete
6.2	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."  Expand Project Manager lead/team service delivery format to include Building Permit processing.  Create a "One Start" Development Center where anyone needing to do business with the City can find assistance	Complete Complete Complete
<ul><li>6.2</li><li>6.3</li><li>6.4</li></ul>	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."	Complete Complete Complete
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6.2 6.3 6.4 6.5	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."  Expand Project Manager lead/team service delivery format to include Building Permit processing.  Create a "One Start" Development Center where anyone needing to do business with the City can find assistance at a single customer service function.  Eliminate delays in the development review process. Refund permit fees when City staff review exceeds cumulative review cycle targets.  Integrate the permitting process of the RDA into the Planning Department.  Expand or modify the hours that City Hall is open to serve businesses to improve the convenience and	Complete Complete Complete Complete Complete Complete
6.2 6.3 6.4 6.5 6.6 6.7	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."  Expand Project Manager lead/team service delivery format to include Building Permit processing.  Create a "One Start" Development Center where anyone needing to do business with the City can find assistance at a single customer service function.  Eliminate delays in the development review process. Refund permit fees when City staff review exceeds cumulative review cycle targets.  Integrate the permitting process of the RDA into the Planning Department.  Expand or modify the hours that City Hall is open to serve businesses to improve the convenience and accessibility of doing business in San Jose.	Complete Complete Complete Complete Complete Complete Complete
6.2 6.3 6.4 6.5 6.6 6.7 6.8 6.9	Modify the Zoning Code to consolidate and streamline development processes, including clarifying that consolidated approvals of PD Zoning and PD Permits by the Council is permissible. Modify the Zoning Code to clarify that consolidated approvals of zonings and permits by the Council is permissible.  Extend the Special Tenant Improvement fee exemption for another 18 months, from November of 2003 through April 2005. Expand the Special Tenant Improvement Program to office uses Downtown. Provide a list of "Driving Industries."  Expand Project Manager lead/team service delivery format to include Building Permit processing.  Create a "One Start" Development Center where anyone needing to do business with the City can find assistance at a single customer service function.  Eliminate delays in the development review process. Refund permit fees when City staff review exceeds cumulative review cycle targets.  Integrate the permitting process of the RDA into the Planning Department.  Expand or modify the hours that City Hall is open to serve businesses to improve the convenience and accessibility of doing business in San Jose.  Simplify the historic review process and clarify historic resource review procedures.  Examine ways to eliminate or consolidate steps to streamline the Development Process.	Complete Complete Complete Complete Complete Complete Complete Complete

6.12	Amend performance measures to include the number of applications and the time required to process applications.	Complete	
6.13	Complete the "Guide to Land Use Planning and Development" to explain the process to residents, small business/property owners, and other lay people. Include translation into Vietnamese and Spanish	Complete	
6.14	Help companies access resources for energy efficiency, recycled water, and green building design to help reduce energy, water, and operating costs.	Ongoing	
6.15	6 Conduct historic resource inventory surveys to identify San Jose's historic resources up front.	In Progress	
6.16	Create a Small Business Ambassador program to improve small business experience with the planning and permitting process.	Complete	
6.17	Develop a visible "Small Business Services Center" at New City Hall to provide information and referrals responding to a range of inquiries from small businesses.	Complete	
	Strategic Initiative #7: Make San Jose A Tech-Savvy City; Lead the Way in Using Technology to Improve Daily Life		
GFB	32W Directives		
7.1	Identify geographic service gaps in DSL and/or high-speed cable access in San Jose and work to achieve 100% service coverage within 12 months.	Complete	
7.2	Issue an RFP for wireless service providers to locate their equipment anywhere on City property or equipment.  Staff recommended first action: Develop a strategy to encourage widespread availability of wireless services across San Jose.	In Progress	
Fco	nomic Strategy Projects	III I Togress	
7.3	For the new City Hall, plan and implement enhanced IT/Communications services to support more efficient		
7.3	and effective government service delivery and communication with the public, including wireless capacity and enhanced web services.	In progress	
7.4	Offer free WiFi service outdoors in Downtown, being among the first large metropolitan areas to do so	Complete	
	Strategic Initiative #8: Diversify San Jose's Economic Base and Preserve/Create Middle-Income Jobs		
GFB	Strategic Initiative #8: Diversify San Jose's Economic Base and Preserve/Create Middle-Incom 32W Directives	me Jobs	
<b>GFB</b> 8.1	32W Directives		
	22W Directives  Complete the San Jose BioCenter on a fast-track	Complete	
8.1 8.2	Contact national site search firms to provide most current information about San Jose advantages and relative costs	Complete	
8.1 8.2	Complete the San Jose BioCenter on a fast-track.  Contact national site search firms to provide most current information about San Jose advantages and relative costs anomic Strategy Projects	Complete	
8.1 8.2 <b>Eco</b>	Complete the San Jose BioCenter on a fast-track.  Contact national site search firms to provide most current information about San Jose advantages and relative costs anomic Strategy Projects  Improve career ladders and increase training funds for health care occupations.	Complete s Complete Ongoing	
8.1 8.2 <b>Eco</b> 8.3	Complete the San Jose BioCenter on a fast-track.  Contact national site search firms to provide most current information about San Jose advantages and relative costs anomic Strategy Projects	Complete s Complete Ongoing Ongoing	
8.1 8.2 <b>Eco</b> 8.3 8.4	Complete the San Jose BioCenter on a fast-track.  Contact national site search firms to provide most current information about San Jose advantages and relative costs momic Strategy Projects  Improve career ladders and increase training funds for health care occupations.  Develop career ladders up from entry-level jobs in the retail industry and support employer training needs.	Complete S Complete Ongoing Ongoing Complete	
8.1 8.2 <b>Eco</b> 8.3 8.4 8.5	Complete the San Jose BioCenter on a fast-track.  Contact national site search firms to provide most current information about San Jose advantages and relative costs momic Strategy Projects  Improve career ladders and increase training funds for health care occupations.  Develop career ladders up from entry-level jobs in the retail industry and support employer training needs.  Encourage retraining of software workers whose jobs are at-risk.  Develop career ladders up from entry-level jobs in the hospitality industry and support employer training needs.	Complete S Complete Ongoing Ongoing Complete Ongoing Ongoing	
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8.1 8.2 Eco 8.3 8.4 8.5 8.6 8.7 8.8	Complete the San Jose BioCenter on a fast-track	Complete	
8.1 8.2 <b>Eco</b> 8.3 8.4 8.5 8.6 8.7 8.8	Complete the San Jose BioCenter on a fast-track	Complete	
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8.1 8.2 Eco 8.3 8.4 8.5 8.6 8.7 8.8 8.9	Complete the San Jose BioCenter on a fast-track	Complete Com	
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8.1 8.2 Eco 8.3 8.4 8.5 8.6 8.7 8.8 8.9	Complete the San Jose BioCenter on a fast-track	Complete Com	

9.4 Launch "Silicon Valley South Bay Saves"—a financial literacy campaign to assist lower-income local residents in making information decisions about how to use, save, and invest their financial resources.  9.5 Provide a ten-month training program for residents to enable them to offer new Family Home Child Care services.  9.6 Continue to provide opportunities for personal and academic growth through safe, fun and enriching out-of-school time services to San Jose children and youth through San Jose After School (SJAS).  Strategic Initiative #10: Continue Emphasis on Developing New Housing, Including New Housing Types in a Variety of Neighborhood Settings  GFB2W Directives  10.1 Develop Housing Department Underwriting Guidelines.  10.2 Review of burdensome insurance rates on small contractors.  10.3 Present in Spring 2004 recommendations related to increased higher-density residential development Downtown and proceed with RFP schedule outlined in the 12/16/03 report.  10.4 Amend Inclusionary Housing requirements.	Complete Complete Complete Complete Complete Complete Complete
in making information decisions about how to use, save, and invest their financial resources	Complete Complete Complete Complete Complete Complete Complete
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Franchic Strategy Projects	Ongoing
Economic Strategy Projects	
10.5 Publicize sites identified for new housing throughout the City.	. Ongoing
10.6 Leverage the City's housing program with other resources to continue to be a leader in the production of new affordable housing.	-
10.7 Increase recognition of San Jose as the leading provider of housing in Silicon Valley, and the largest population center in the Bay Area.	. Ongoing
10.8 Encourage the creation of studio condominium housing for young, entry-level engineers or other employer-assisted housing in partnership with employers	Complete
10.9 Participate in state-level efforts to reform Construction Defect Litigation rules in order to encourage development of condominiums in San Jose.	. Ongoing
10.10 Encourage the creation of housing/work spaces for artists (especially in Spartan-Keyes) and for lower-income entrepreneurs (including immigrants).	. Ongoing
10.11 Encourage high-rise housing in the Downtown core and mid-rise housing near transit stations. Attract new developers to San Jose who are experienced in housing and mixed-use forms that are new to San Jose, such as high-rise	. Ongoing
10.12 Encourage a wide variety of housing types in the Downtown core: rental and for-sale; mid-rise and high-rise; small studios, large flats, and townhouses.	. Ongoing
Strategic Initiative #11: Revise Key Land Use and Transportation Policies to Reflect the New Realities of the San Jose Economy	
GFB2W Directives	
11.1 Modify existing zoning districts, or create new zoning districts that better align with the General Plan	) Progress
11.2 Update the North San Jose Area Development Policy to allow increased floor area ratios, more supportive commercial development along and near the First Street rail corridor and the airport, and the introduction of	-
housing in strategic locations.	
11.3 Revise signage regulations in commercial and industrial areas to be more flexible on the size and location of signage	Complete
Economic Strategy Projects	
Provide to City Council a research-based framework for evaluating potential conversions of employment lands to other uses; identify employment sub areas that should be protected and sub areas appropriate for a mix of uses	Complete
11.5 Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for housing (i.e., continue the Housing Opportunity Study). Increase residential densities around existing light rail stations to fully capture the potential of these lands for housing production.	n Progress
11.6 Revise the Citywide Level-of-Service Transportation Policy to enable higher-density development and more walkable environments along transit corridors and in special mixed-use districts (i.e., Specific Planning Areas).	Complete
11.7 Expedite completion of a master Environmental Impact Report to facilitate implementation of the Downtown Strategic Development Plan, which concentrates and clusters more employment, residential, and cultural resources Downtown.	Complete
Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for retail—aimed at serving underserved sub areas of San Jose and adjoining communities (i.e., a Retail Opportunity Study)	n Progress

11.9	Modify General Plan land use designations and zoning districts to reflect the types of land uses and economic activities occurring in each of the active employment sub areas, and to improve flexibility to accommodate continuous restructuring.	. To Be Started
11.10	Develop a range of tools and policies to encourage the reuse and recycling of vacant buildings that have become functionally obsolete, including a program to allow flexible, nonresidential, interim uses in these vacant buildings in the immediate term.	In Progress
11.11	Plan for major transit-oriented development at the future Berryessa BART station/Flea Market site	
	Support the Evergreen East Hills Vision Strategy Task Force to comprehensively plan for new housing, retail,	
	and other uses in balance with transportation improvements and quality of life amenities.	In Progress
11.13	Support a community task force to create a specific plan for a new livable community with 50,000 jobs, 25,000 homes, parks, schools, trails, and other community facilities within the North and Mid-Coyote Valley	In Progress
11.14	For Hitachi/Cottle Road area, facilitate General Plan amendments and Rezoning for the intensification of industrial uses and the addition of transit-oriented housing, parks, retail, and related uses.	Complete
11.15	Identify and set priorities for transportation investments from private, local and regional sources that support City economic development strategies with a particular focus on the major job centers of Downtown, North San Jose, Edenvale, and Coyote Valley, as well as major retail districts.	Ongoing
11.16	Develop City advocacy strategy to support timely availability of funding for BART extension to San Jose	Ongoing
Str	ategic Initiative #12: Encourage Sporting Teams, Events, and Facilities, Professional as well as	Amateur
GFB2	W Directives	
12.1	Strengthen our ability to keep and grow sports teams and events in San Jose. Beginning in December 2003, issue quarterly status reports on efforts.	Ongoing
	omic Strategy Projects	
12.2	Work with Sharks on expanding Logitech by adding a fourth rink and other improvements to the mezzanine	Complete
	Craft a specific strategy for strengthening San Jose's ability to retain and grow professional sports teams and events in San Jose, working in partnership with private-sector and civic leaders. This should include the attraction of sports teams, events, and organizations, as well as the construction, expansion and modernization of sports venues	In Progress
12.4	Assist in the redirection and reformation of the current Sports Authority Task Force to ensure aggressive, focused pursuit of "Big Four" professional sports, other professional sports, amateur sports, and NCAA events.	Ongoing
12.5	Make the City Council liaisons, Mayor's representatives, and City Manager's representatives full members of the Sports Authority Task Force.	Complete
12.6	Explore partnership opportunities with SJSU for a multiuse sports venue on the South Campus that could serve students and residents, as well as meet needs of amateur and professional sports teams.	In Progress
12.7	Ensure successful implementation of the Champ Car Race Series.	Ongoing
	Strategic Initiative #13: Develop Retail to Full Potential, Maximizing Revenue Impact and Neighborhood Livability	
GFB2	W Directives	
13.1	Maximize City sales tax from City and privately funded activity.	Ongoing
Econ	omic Strategy Projects	
	Create a coordinated "One Voice" approach to encourage retail Citywide (Downtown, NBDs and SNI areas, and the rest of the City), leveraging staff experience, resources, and information to maximize new retail activity in San Jose.	Complete
13.3	Attract neighborhood-serving retail to Neighborhood Business Districts (NBDs) and Strong Neighborhood Initiative Areas (SNI), responding to neighborhood needs.	Ongoing
	Attract community-serving retail (larger-scale retail serving sub areas of the city and adjacent cities) to key sites across the city.	Ongoing
13.5	Continue implementing the Downtown Retail Strategy to attract new stores and restaurants Downtown	Ongoing
13.6	Continue providing support to encourage expansion and retention of existing businesses	Ongoing
13.7	Develop collateral material to promote retail areas Citywide to brokers and potential retailers	In Progress

13.8	Proactively initiate General Plan amendments and rezoning proposals for specific parcels suitable for retail—
10.0	aimed at serving underserved sub areas of San Jose and adjoining communities (i.e., a Retail Opportunity Study)
13.9	Complete and release the "Underserved Neighborhood Retail Markets" Study and make this information available to retailers and developers
13.10	Update annually the City's GIS mapping system that identifies population demographics, employment location, and land/building characteristics and make it accessible to City staff and public- and private-decision makers Ongoing
13.11	Assist in the launch of new self-sustaining Business Associations
13.12	Help transform interested Neighborhood Business Districts into Business Improvement Districts (BIDs) or Property Based Improvement Districts (PBIDs) to encourage their long-term sustainability.
13.13	Develop strategies for retail development in Evergreen and Berryessa
	Strategic Initiative #14: Communicate a Compelling, Consistent Community Identity for San Jose
GFB2	W Directives
14.1	Initiate an aggressive outreach and advocacy campaign that complements the Mayor's efforts and focuses on attracting Driving Industry activity. Tell San Jose's story effectively to strategically important audiences with creative approaches
Econ	omic Strategy Projects
14.2	Leverage high-profile sports and cultural events to attract statewide, national, and international visibility
14.3	Create capacity for the City to have a sustained focus on raising San Jose's visibility, recognition, and stature statewide, nationally, and internationally
14.4	Arm representatives of local companies and institutions (potential "ambassadors") with key messages and materials so they can effectively tell the San Jose story internally and as they travel outside the region
14.5	Produce a short video piece about San Jose that can be used to brief visitors, educate locals, and augment the city's marketing materials
14.6	Identify ways to reach Convention attendees with San Jose's key messages
	Strategic Initiative #15: Engage Private-Sector Leadership for San Jose's Economic Strategy
GFB2	W Directives
15.1	Establish an advisory group of leaders from Driving Industries
15.2	Move swiftly with effective legislative advocacy regarding economic policy initiatives at the state and federal level Ongoing
Econ	omic Strategy Projects
15.3	Launch the Business Appreciation Initiative to ensure that the City has senior-level relationships with key companies to make companies feel welcome, connected, and appreciated and encourage retention and expansion Complete
15.4	Engage business leaders, residents, and economic development partners on the findings and recommendations of San Jose's economic strategy
15.5	Engage venture capital community to promote San Jose's advantages as a location for start-ups

#### **IMPLEMENTATION PRINCIPLES**

When implementing and refining this strategy over time, City leadership and staff should remember the following principles:

#### Perspective we have...

- Economic development is a Citywide business.
- Economic development and quality of life are *interdependent priorities*.
- Employers are customers, just like residents.
- Each City staff member is an Ambassador for the entire City.

#### What we do...

- Support efforts of private-sector employers to increase productivity—to add more value or to reduce costs.
- Create unique competitive advantages for San Jose.

#### How we do it...

- Be in relationship with San Jose industries for ongoing learning.
- *Collaborate* within and outside the City organization to address shared challenges and access expertise and resources.
- Be speedy, agile, and adaptable.
- Focus on a few priority actions, and finish what you start.
- *Be open* to new opportunities that emerge aligned with our economic vision.

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